



A Program Manager's View of the History of the Office Team

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12/18/01

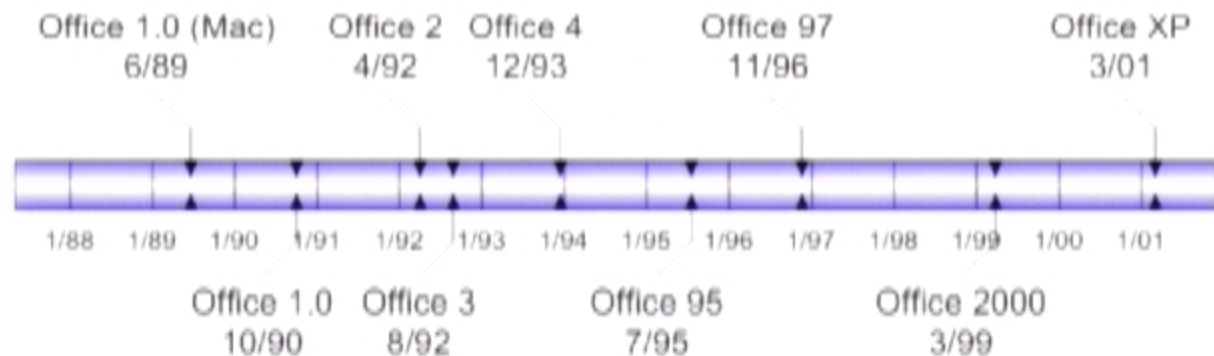


Agenda

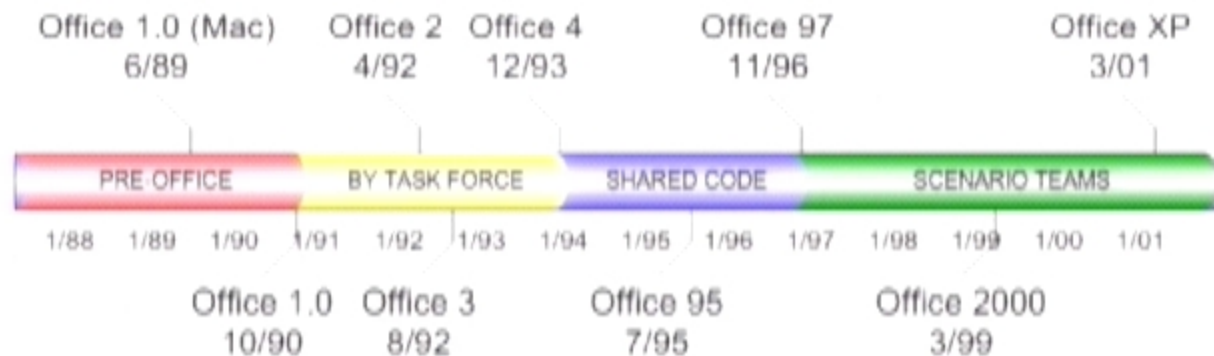
- Office from 1987-2001 (60 min)
 - Evolution of the organization
 - Highlights of key tenets
- Where we are now (10 min)
- Q&A (20 min)




Office Timeline 1987-2001



Office Timeline 1987-2001






Pre-Office (1987-1990)

Word

Excel

PowerPoint

Access



Pre-Office (1987-1990)

Word

Excel

PowerPoint

Access

Office
Marketing





Some Highlights

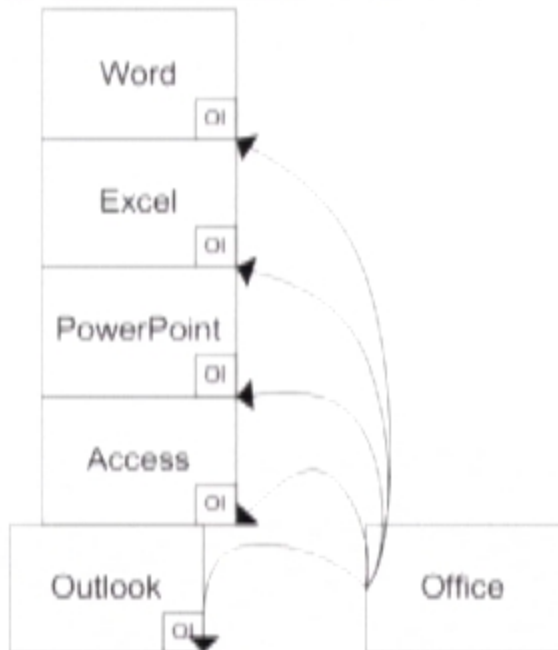
- Milestones
 - Shipping
 - Specs
- 80/20 Focus



Some Highlights

- "Activity Based Planning"
- The "Post-Mortem"

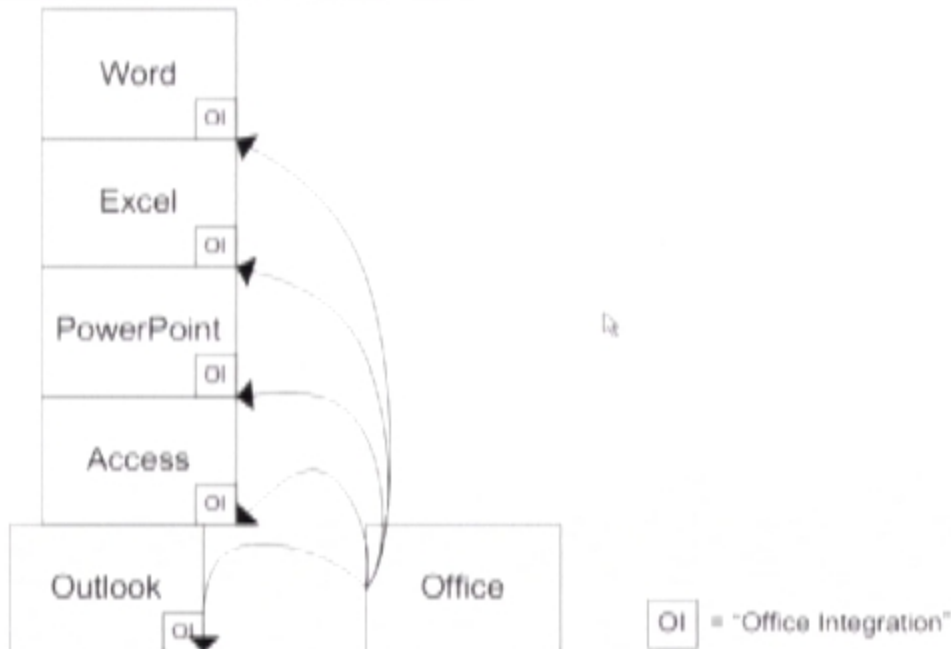
Shared feature teams (94-97)



OI

= "Office Integration"

Shared feature teams (94-97)



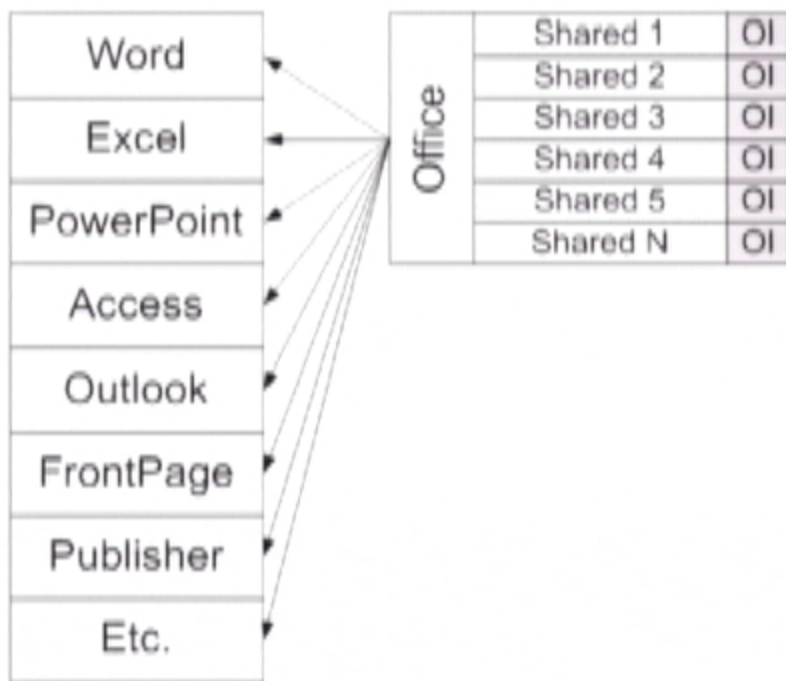


Some Highlights

- The business of upgrades
- Rising to the scheduling & partnering challenges
 - Moving people
 - Matrix management
- Ability to react mid-stream

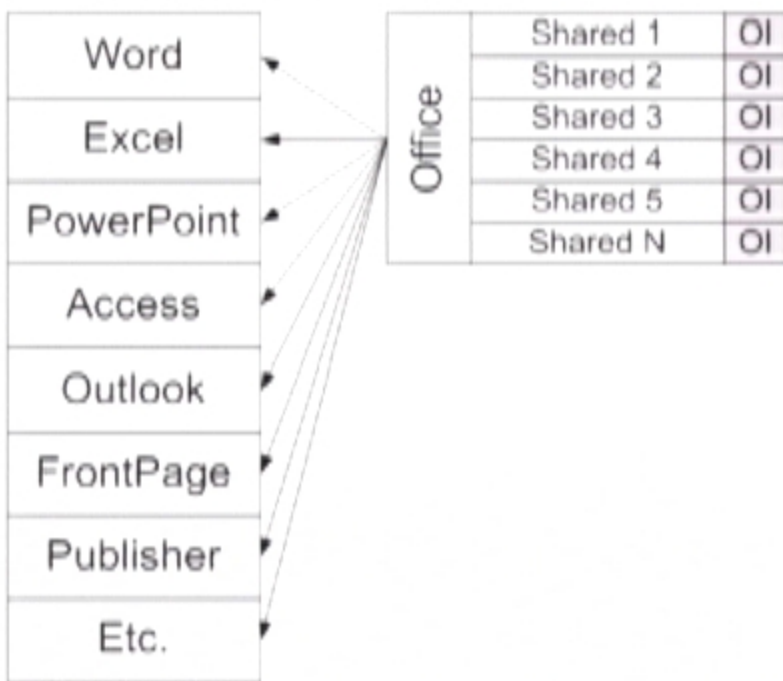


Scenario teams (1997-2001)





Scenario teams (1997-2001)





Some Highlights

- Full ownership + accountability
- Big bets
- Dependency “contracts”
- 3/2/1 – We still know how to ship



Summary of Key Tenets

- Ship it
 - Milestones and specs
 - Managing complex interdependencies
- Focus on customer scenarios
 - Accountability + responsibility = more fun
- Balance
 - Upgrade vs. Excitement
- Post-Mortem
 - Make changes even when successful



Where We Are Today

- "Not Office 11"
- Key bets include
 - Connection
 - Feedback Loop
 - Service
 - All Teams Doing Shared Work



Current Office Org

SteveSi
Sr. VP, Office

Antoine
Dir of Dev
Dist. Eng

HeikkiK
Dir of PM
(+ Usab, Prod
Plan, Design)

GrantG
VP, Test + Ops

RalfHa,
VP of CMS
(incl. Outlook,
PPT)

KurtD,
VP of ACS
(incl. Word, FP,
STS, SPS, Scrib)

RichardM,
VP of DDS
(incl. XL, Access,
Data)

PPathe,
VP of SDS
(incl. XDocs, Next
Gen Architects)

JeffO,
AWS, (incl.
content services,
UA, Loc, Biz Dev)

JeanneS,
Sustaining
Engineering

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